

Determinants of Nurse Job Satisfaction in Hospitals: A Literature Review

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ABSTRACT

Nurse job satisfaction can be assessed based on the measurement of the difference between expectations and the reality of their real experience at work. Nurse job satisfaction needs to be specifically addressed because if nurse job satisfaction can be achieved it will benefit and affect the quality of health services. The purpose of this study was to conduct a literature review on the determinants associated with the job satisfaction of nurses in hospitals. This study used a literature review method on three databases, namely Google Scholar, Garuda, and E-Resource Perpustakaan (National Library). The results of a literature review from six journals show that there were determinants related to nurse job satisfaction in hospitals, comprising job characteristics (gender, education, age), job characteristics (salary), organizational characteristics (supervision, leadership, recognition), working environment condition, promotion opportunities, position, interpersonal relationship, potential development, hospital policies and administration, as well as the experience of the last few years. While the determinants that were not related to the job satisfaction of nurses in hospitals included welfare program, responsibilities, nationality, marital status, and the institution of the current degree. The most influencing determinant of nurse job satisfaction in hospitals is salary. It is suggested for further researchers to develop research by discussing other factors excluded from this study and also consider research with qualitative methods to investigate nurse job satisfaction in hospitals in-depth.

Keywords: *Determinants, Job Satisfaction, Nurses, Hospitals.*

1. INTRODUCTION

The health service setting is developing dramatically, causing intense competition among hospitals. This requires them to work more effectively and efficiently in terms of implementation. The tight competition has forced hospitals to realize the importance of quality human resources, with integrity, and high commitment to achieve their mission and goals. The achievement of the performance of human resources including nurses is a benchmark for quality hospital services [10]. One of the efforts that need to be considered in improving quality nursing services is increasing nurse job satisfaction [6].

Job satisfaction is a picture of an employee's feelings of pleasure and displeasure with the work completed or the employee's emotional response to a work situation that is governed by the achievement of results, meeting or exceeding expectations [9]. Employee satisfaction will affect the level of productivity, in which work productivity affects the success or progress of the organization [12]. The ability to fulfill employee job satisfaction in the

organization ensures the success of the organization [20].

Job satisfaction can be perceived from the measurement of the difference between employee expectations and the reality of their real experience at work. The higher the gap between expectations and reality, the more dissatisfied the employee is with his job [29]. Nurse job dissatisfaction can influence the demotivation of the nursing team and decrease the level of safety and patient satisfaction [5]. Job dissatisfaction poses an impact on work absenteeism, turnover, burnout, and the desire to resign from the nursing profession [17]. Besides, job dissatisfaction can affect the morale, work enthusiasm of employees and entail a bad effect on the company or its employees [14]. Thus, nurse job satisfaction should not be neglected, otherwise affecting the predetermined goals, and if nurse job satisfaction can be achieved, the measurement of satisfaction can be beneficial and influence efforts to improve the quality of health services. [34]

Health services should address and increase nurse job satisfaction. Factors that modify job satisfaction include motivational factors, environmental

factors, and management factors [21]. Meanwhile, according to Smith, "factors that influence job satisfaction are the job, salary, promotion opportunities, leader supervision, and coworkers" [16]. Research on the factors transforming the job satisfaction of nurses has been previously conducted. In Harahap's research, the factors affecting job satisfaction at Dr. Hospital. Pirngadi Medan consisted of incentives ($0.04 < 0.05$), job promotion ($0.00 < 0.05$), attitudes of superiors and coworkers ($0.00 < 0.05$), and working conditions ($0.032 < 0.05$) [11].

Then research conducted by Purdini found that nurse work stress, nurse work conflict, and nurse social support simultaneously (significant value $F(0.000) < \alpha = 0.05$) had a significant impact on nurse job satisfaction at HVA Toeloengredjo Hospital [22]. Research by Susanto discovered that the work completed (Sig. = 0.006), rewards (Sig. = 0.000), coworkers (Sig. = 0.043) had a significant effect on job satisfaction, and promotion (Sig. = 0.363), family support (Sig. = 0.051), salary and benefits (Sig. = 0.493), working environment (Sig. = 0.694), hospital policy (Sig. = 0.537) had no significant effect on job satisfaction [27].

Based on the description of the background, several studies examining the factors that influence nurse job satisfaction have been conducted, however, the results of each study are contrasting (research gap) because the variables studied are unlike. Therefore, the researchers are interested in probing a literature review on nurse job satisfaction viewed from the determinant perspective with the title "Determinants of Nurse Job Satisfaction in Hospitals: Literature Review". This study aims to conduct a literature review on the determinants associated with the job satisfaction of nurses in hospitals.

2. METHOD

This study applied a literature review method that collects information through databases, consisting of Google Scholar, Garuda, and E-Resource Perpustakaan (National Library). The literature search period started from 2011 to 2021. The search keywords were "Factor", "Job Satisfaction", "Nurse", "Factors", "Influencing", "Job Satisfaction of Nurses", "Nurse Job Satisfaction". The inclusion criteria are the journals that should be

published in the last 10 years in full-text format, journals published with ISSN, the dependent variable included nurse job satisfaction, research location should be in Indonesian and English. Exclusion criteria are paid research articles and inaccessible as a complete journal. Finally, after selection six articles were obtained and deemed to meet the criteria for a literature review.

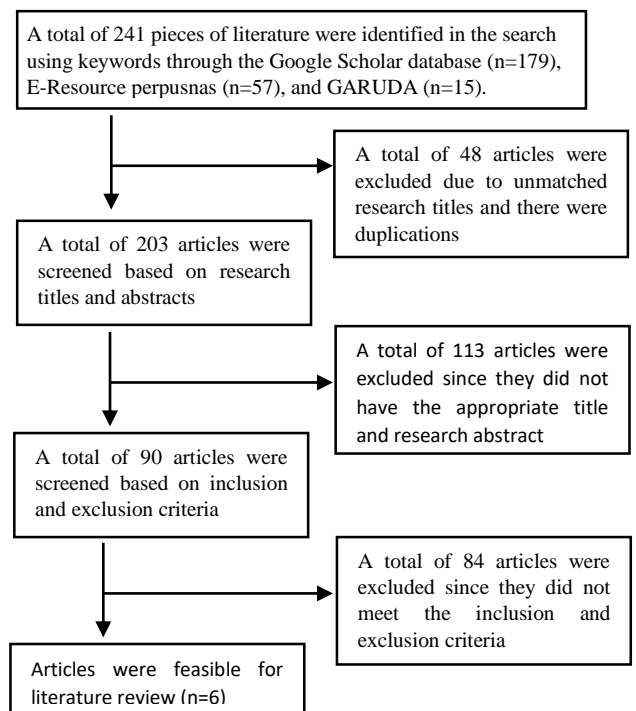


Figure 1. Flow of Literature Selection

3. RESULT

Determinants of nurse job satisfaction in hospitals based on six journals examined found that all subjects carried out bivariate statistical test analysis and from the six articles only one article was maintained until it reached multivariate analysis.

Table 1. Results of Bivariate Analysis of Determinants of Nurse Satisfaction in Hospitals

| Independent Variable | | First Author, year | | | | | |
|--------------------------------|---------------------------------------|--|---------------------------------------|--------------------------------------|------------------------------|---------------------------------|------------------------------------|
| | | Musmiler <i>et al.</i> , (2020) | Yulia (2020) | Muti (2020) | Putri <i>et al.</i> , (2018) | Bahnassy <i>et al.</i> , (2014) | Balamurugan <i>et al.</i> , (2020) |
| Individual Characteristics | Gender | | | | | <i>p-value</i> = 0,15 | <i>p-value</i> = 0,0023 |
| | Education | | | <i>p-value</i> = 0,213 | | <i>p-value</i> < 0,001 | |
| | Age | | | <i>p-value</i> = 0,270 | | <i>p-value</i> = 0,22 | <i>p-value</i> = 0,0353 |
| Job characteristics | Salary | <i>p-value</i> = 0,0001 OR = 10,500 | <i>p-value</i> = 0,500 OR = 1,476 | <i>p-value</i> = 0,041 OR = 4,333 | <i>p-value</i> = 0,000 | <i>p-value</i> < 0,001 | |
| Organizational characteristics | Supervision | <i>p-value</i> = 0,001 OR = 6,019 | <i>p-value</i> = 0,019 OR = 3,343 | | <i>p-value</i> = 0,000 | | |
| | Leadership | <i>p-value</i> = 0,990 | <i>p-value</i> = 0,000 OR = 17,829 | | | | |
| | Recognition | | | <i>p-value</i> = 0,032 OR = 4,760 | <i>p-value</i> = 0,000 | | |
| Other characteristics | Working Environment | <i>p-value</i> = 0,359 | <i>p-value</i> = 0,000 OR = 10,278 | | <i>p-value</i> = 0,000 | <i>p-value</i> = 0,02 | |
| | Promotional Opportunity | <i>p-value</i> = 0,034 OR = 3,206 | <i>p-value</i> = 0,000 OR = 13,500 | | <i>p-value</i> = 0,000 | | |
| | Position | | | <i>p-value</i> = 0,264 | | <i>p-value</i> = 0,02 | |
| | Welfare Program | | | <i>p-value</i> = 0,107 | | | |
| | Interpersonal Relationship | | | <i>p-value</i> = 0,004 OR = 9,067 | <i>p-value</i> = 0,000 | | |
| | Responsibility | | | | <i>p-value</i> = 0,365 | | |
| | Potential Development | | | | <i>p-value</i> = 0,000 | | |
| | Policy and Administration of Hospital | | | | <i>p-value</i> = 0,000 | | |
| | Nationality | | | | | <i>p-value</i> = 0,06 | |
| Marital Status | | | | | <i>p-value</i> = 0,14 | | |

| | | | | | | | |
|--|-----------------------------------|--|--|--|--|------------------------|-------------------------|
| | Institution of the Current Degree | | | | | <i>p-value</i> = 0,272 | |
| | Experience of the Last few Years | | | | | <i>p-value</i> = 0,38 | <i>p-value</i> = 0,0001 |

Table 2. Results of Multivariate Analysis of Determinants of Nurse Satisfaction in Hospitals

| Author/ Year | Independent Variable | The most dominant factor | <i>P-Value</i> | OR | Information |
|---------------------------------|---|--------------------------|----------------|-------|--|
| Musmiler <i>et al.</i> , (2020) | Salary Supervision Leadership Working environment Promotional opportunity | Salary | 0,0001 | 8,217 | Salary has an 8 times higher probability of being related to nurse satisfaction compared to those unpaid |

4. DISCUSSION

Determinants related to nurse job satisfaction in hospitals according to six articles investigated are as follows:

4.1. Individual Characteristics

In Table 1, the individual characteristics discussed in this literature review include gender, education, and age. The determinant of gender related to nurse job satisfaction was found in one of two articles, which is the research by Balamurugan *et al.* (2020) with a *p-value* = 0.0023. This relationship corresponds to research by Taufiqurrahman *et al.* that there was a relationship between gender and nurse job satisfaction at RSU dr. H. Koesnadi Bondowoso with *p-value* = 0.019, [31]. The requisite for women to feel satisfied at work is higher than men because women have more expectations to fulfill their needs, resulting in different satisfaction between men and women [4].

Educational determinant had a relationship with nurse job satisfaction in one of two articles, namely research by Bahnassy *et al.* (2014) with a *p-value* < 0.001. Education and training programs greatly affect employee job satisfaction. Education, training, and development programs are established to improve work performance, reduce absenteeism, and increase job satisfaction. Furthermore, education and training programs for nurses enable them to organize career paths, which in turn will improve employee performance. By improving employee performance, it will boost employee job satisfaction [3].

The age determinant had a connection with nurse job satisfaction in one of three articles, namely in the research performed by Balamurugan *et al.* (2020) with a *p-value* of 0.0353. The age of nurses has a relationship with job satisfaction of nurses. Young employees have high job satisfaction demands, and older

employees have relatively low job satisfaction demands. For professional employees, increasing age will directly escalate job satisfaction. For non-professional employees, satisfaction may decrease in the middle age period and rise again in the subsequent year [13].

4.2. Job Characteristics

The job characteristic specifically discussed in this literature review is salary. The salary determinant was directly related to nurse job satisfaction in four of five articles, in research by Musmiller *et al.* (2020), Muti (2020), Putri *et al.* (2018), and Bahnassy *et al.* (2014) with *p-values* of 0.0001, 0.041, 0.000, and 0.001, respectively. Of the four articles, there was one article that proceeded to multivariate analysis, which is the research of Musmiler *et al.* (2020) showing the results that salary characteristic was the most influencing variable in nurse job satisfaction with *p-value* = 0.0001 and OR = 8.217. In other words, salary has an eight times greater probability of being accounted for nurse job satisfaction compared to unpaid nurses.

The salary employees earn is an essential factor in employee job satisfaction. Salary associates to the compensation they receive by time work is done. Low or unfair salaries will precipitate employees dissatisfaction. Salary employees earn is not only to fulfill their basic needs but also higher needs. Thus, the salary earned should meet nominal needs, generate enthusiasm, are binding, fair, and dynamic [14].

4.3. Organizational Characteristics

Supervision determinant had a relationship with nurse job satisfaction in all three articles by Musmiler *et al.* (2020), Yulia (2020), and Putri *et al.* (2018) with *p-values* of 0.001, 0.019, 0.000 consecutively. Supervision is the behavior of superiors in monitoring employees and is highly considered by employees. Supervision that addresses and supports the interests of employees will

modify employee job satisfaction. As a result, employee job satisfaction is high if the supervisor's monitoring is to build motivation. This is evidenced by supervisors when watching how well the work is done, advising, helping employees, and making good communication [14].

Leadership determinant had a relationship with nurse job satisfaction in one of two articles, namely research by Yulia (2020) with a p-value of 0.000. Leadership does not only revolve around leading people but also leading change, setting direction by constructing a future vision, communicating that vision, and inspiring people to achieve organizational goals [1]. Leaders who engage subordinates in the decision-making, emphasize interpersonal relationship and group work, and leaders who use their position to gain views of subordinates and motivate them to set goals and develop plans will be more likely to increase productivity and job satisfaction [19].

Recognition determinant had a relationship with nurse job satisfaction in two of the two articles, namely the research of Muti (2020) and Putri et al. (2018) with p-values of 0.032 and 0.000, respectively. Recognition in achievement should be fulfilled so employees perceive job satisfaction [29]. Besides, leaders need to give more recognition and reduce criticism in order to help employees achieve peak performance [14]. Recognition of the nurse work can be found in the form of appreciation for what has been completed [15]. The leader's keenness to listen, understand and acknowledge the opinions or achievements of employees also plays a role in creating job satisfaction [24].

4.4. Other Characteristics

4.4.1. Working Environment

In terms of working environment characteristic, three of the four articles, consisting of Yulia (2020), Putri et al. (2018), and Bahnassy et al. (2014) found that working environment characteristic was related to the job satisfaction of nurses with a p-value of 0.000, 0.000, and 0.02, individually. The conditions of the working environment at the company directly influence the employees working in the company. A good working environment can support employees to finish work well. Conversely, if it is inadequate, employees' enthusiasm to work will decrease. A clean and well-organized working environment makes work easier to perform and which in turn influences employee satisfaction [14].

4.4.2. Promotion Opportunity

Three of the six articles probe the promotion opportunity variable, namely research by Musmiler et al. (2020), Yulia (2020), and Putri et al. (2018). These three articles suggest that promotion opportunity had a connection with nurse job satisfaction with p-values of

0.034, 0.000, and 0.000. If employees are promoted according to work performance achieved, then employee job satisfaction will be high. For employees with a great will to develop themselves, a fair promotion policy can have a satisfactory effect on them. Those with the opportunity to perform maximum work achievements such as promotion opportunities will perceive that their skills are needed at work, thus making them feel satisfied/dissatisfied with their work [14].

4.4.3. Position

Two of the six articles in this literature investigate position characteristic. However, only one article found that the position variable had a relationship with nurse job satisfaction, namely the research of Bahnassy et al. (2014) with a p-value of 0.02. The position will provide job satisfaction if it makes the individual comfortable working in such a setting, allowing real career and financial certainty. If employees are satisfied with their positions, performance will be directed to support the organization in seizing objectives [7]. Job satisfaction is highly influenced by the function and position of employees in the organization. Generally, the level of satisfaction is high if the position is high as well since income will guarantee a decent standard of living, a job that allows them to show their work abilities, and a relatively higher social status inside and outside the organization [8].

4.4.4. Welfare Program

Welfare program characteristic was found in one of the six articles examined, namely research by Muti (2020) with a p-value of 0.107. This indicates that welfare programs had no relationship with nurse job satisfaction. The results of this study contrast to Adamy's theory stating that job satisfaction is the main key to employee welfare. If the employee welfare is well-regarded, it results in a good performance, decrease turnover, hence it is a concern for the organization [1]. Welfare programs are implemented to maintain or improve the physical, mental, and loyalty of employees so that they are willing to cooperate up until retirement. Good maintenance of welfare programs should be tailored to the needs of employees. Welfare programs that concern a sense of security to face the future are significant to support employee job satisfaction. As an example, a hospital or organization can implement a pension program for employees [30].

4.4.5. Interpersonal Relationship

Interpersonal relationship in this literature was discovered in two out of six articles that examine these variables. They are research by Muti (2020) and Putri et al. (2018) showing that interpersonal relationship had a significant relationship with nurse job satisfaction with p-values of 0.004 and 0.000, consecutively. The

interaction between employees can affect the employee's job satisfaction. Individually, friendly and supportive co-workers will provide job satisfaction for others since they are allowed to create an efficient workgroup atmosphere [14].

4.4.6. Responsibility

One of the six articles in this literature examines responsibility characteristic, which is the research by Putri et al. (2018). In this study, the p-value was 0.365 or, in other words, responsibility was not related to nurse job satisfaction. This result is different from research by Umrana that responsibility characteristic had a relationship with nurse job satisfaction with a p-value of 0.000 [32]. In nursing services, nurses are obliged to perform the work assigned according to the abilities and directions they receive. Responsibility is associated with the job satisfaction of nurses. Responsibility is a trust given along with the ability of employees to complete what is assigned to them as well as possible, on time, and are able to take risks for their actions [28].

4.4.7. Potential Development

Potential development characteristic was found in one of the six articles studied, namely in the research by Putri et al. (2018). In this study, it is suggested that potential development had a connection with nurse job satisfaction with a p-value of 0.000. This result is in accordance with Saragih's research that there was a relationship between the development of career potential and job satisfaction of nurses at the Santo Borromeus Hospital in Bandung (p-value = 0.000, OR = 3.027) [25].

Self-potential development can be performed by providing nurses the opportunity to engage in advanced training in work setting. The self-potential development can be done by nurses through continuous education and advice or opinions provision in making nursing decisions to improve the quality of nursing services. Nurses also realize that the work carried out is teamwork, which requires them to be cooperative with other health teams, indicated by their desire to work better with other colleagues [26].

4.4.8. Hospital Policy and Administration

One of the six selected articles examines the hospital policy and administration characteristics, which can be seen in the research conducted by Putri et al. (2018). In this study, it is stated that hospital policies and administration had a relationship with nurse job satisfaction with a p-value of 0.000. The results of this study are similar to Purwaningsih et al. that hospital policies and administration were related to nurse job satisfaction with a p-value of 0.017 [23].

Policies and administration stipulated by a hospital are intended to facilitate the achievement of organizational goals with good quality. Hospital policies

and administration related to nursing services provide job satisfaction to nurses and can increase work productivity, therefore the quality of nursing services will go along. Nursing service policy functions to standardize, guide from top management to lower level, and serves to disseminate and accelerate decision making [23].

4.4.9. Nationality

Nationality characteristic was revealed in one out of six articles, which is Bahnassy et al. (2014) with a p-value of 0.06. This implies that nationality is not related to nurse job satisfaction. This result is inconsistent with Maqbali's study, obtaining a p-value of 0.000 [18] and Alboliteeh with a p-value of 0.01 [2] that nationality was significantly related to nurse job satisfaction. International nurses are more satisfied than those national. International nurses are more easily satisfied with their work due to the differences between their home country and foreign countries such as salary, technological advances, workload, etc.

The international migration of nurses from developing to developed countries is influenced by push and pull factors. Insufficient job opportunities and low incomes in home country can serve as a push factor, and labor shortages and a better working environment in destination countries can function as a pull factor. A high salary gap between home and destination countries is a determinant factor. However, such a factor is also strongly influenced by the policies of the destination country. Many developed countries have strict requirements to regulate the migration of nurses. In its implementation, each country has different requirements for nursing staff qualifications as well as competency requirements. This modifies the differences in the policy implementation in the respective country regarding international nurses working within the country [16].

4.4.10. Marital status

Marital status characteristic was found in one of the six articles that examine this variable, namely the research carried out by Bahnassy et al. (2014) suggesting that marital status was not related to nurse job satisfaction with a p-value of 0.14. This is in line with the research of Yetti et al. that marital status had no relationship with job satisfaction with a p-value of 1 [33]. Meanwhile, research from Alboliteeh (2019) implies different results where marital status had a connection with nurse job satisfaction with a p-value of 0.01, [2].

Unmarried nurses have higher job satisfaction than married nurses because marital responsibilities may impact work and personal life. Unmarried nurses concentrate more on work than married nurses, in which their attention is occupied by family problems rather than work [2]. In addition, marriage forces increased responsibilities which can encourage a permanent job to

be more valuable, it is also important so that marital status can affect employee commitment to organization because those with family have a lower tendency to change occupations [1].

4.4.11. Institution of the Current Degree

The institution of the current degree was found in one of the six articles, namely research from Bahnassy et al. (2014) implying that the institution where to obtain the current degree was not related to nurse job satisfaction with a p-value of 0.272. This is in line with Duha's theory, institutions that have accepted employees to work should not concern about the former educational institution of their employees but look at how employees work according to expectation. Hence, institutions of the current degree will not affect the job satisfaction of employees. Regardless of the graduates' institution, it is the best individuals who will finish their work properly, for that perseverance in work needs to be maintained well [7].

4.4.12. Experience of the Last Few Years

Two of the six selected articles examine the experience of the last few years. Research by Bahnassy et al. (2014) found that the experience of the last few years had nothing to do with nurse job satisfaction, yielding a p-value of 0.38. Meanwhile, research by Balamurugan (2020) implies that the experience of the last few years had a relationship with nurse job satisfaction with a p-value of 0.0001. This relationship is similar to Adamy's theory that job satisfaction is a pleasant feeling or positive attitude as a result of an assessment of one's work experience. Work experience in the last few years can be obtained through observation, practice, or reading [1].

Work experience in the last few years includes many types of occupations or positions that have been experienced and tenure in each job. Experience is a promotion based on the tenure of the employees over the past few years. Those who have worked the longest in the company will have top priority when it comes to promotions. With experience, employees can develop their abilities so they remain comfortable working in the company in the hope that they can be promoted [1].

5. CONCLUSION

Determinants related to nurse job satisfaction in hospitals according to six articles analyzed are job characteristics (gender, education, age), job characteristics (salary), organizational characteristics (supervision, leadership, recognition), working environment, promotion opportunity, position, interpersonal relationship, potential development, hospital policy and administration, as well as the experience of the last few years. While the determinants that are not related to nurse job satisfaction in hospitals

are welfare programs, responsibility, nationality, marital status, and institution of current degree. The most influencing determinant of nurse job satisfaction in hospitals is salary.

AUTHOR'S CONTRIBUTION

DAPD participated in compiling, collecting library data, and preparing draft manuscripts. Meanwhile, SD and NAS participated in directing the preparation of the manuscript and providing suggestions prior to manuscript submission.

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